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ALTERNATIVE DEVELOPMENT: KNOWLEDGE NETWORK

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Inter-American Drug Abuse Control Commission
Comisión Interamericana para el Control del Abuso de Drogas

CICAD

ADKN



Alternative Development: Knowledge Network

Adriana Henao
Inter-American Drug Abuse Control Commission



The Alternative Development Knowledge Network (ADKN) comes from The International Symposium on Sustainable Highland Development and Networking: Lessons Learned from the Royal Project, also called “[The Highland Symposium](#)”. This was a symposium organized by Thailand’s Royal Project Foundation, Ministry of Agriculture and Cooperatives and Chiang Mai University, with the objectives of sharing knowledge and information, presenting the result of 35 years of work by the Royal Project and initiating a new knowledge-sharing network.



“The Highland Symposium”, 2004
CND Global Thematic Evaluation, 2005
UNODC Thematic Evaluation, 2005
UNODC Experts Meeting, 2005
CND Thematic Debate, 2006
EC/FAO/GTZ Workshop, 2006



Terms

**SUSTAINABLE ALTERNATIVE
LIVELIHOOD DEVELOPMENT**

**COUNTER NARCOTICS/
ALTERNATIVE LIVELIHOODS**

**SUSTAINABLE ALTERNATIVE
DEVELOPMENT**

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**SUSTAINABLE ALTERNATIVE
DEVELOPMENT**



- **How do we develop an evidence base of ‘what works’?**
- **How do we work within the ‘conventional’ development architecture?**
- **How do we best understand and document the links between illicit drug crop cultivation and poverty?**
- **Is Alternative Development no longer a helpful term?**
- **How do we scale up?**
- **How do we ‘skill-up’ in ‘Development’?**
- **How do we skill-up development professionals in ‘Drug Control’?**



PROBLEMS IN RURAL DEVELOPMENT

Area	Description	Problem
“Technology transfer”	<ul style="list-style-type: none"> • Research and develop the solution, e.g. better agricultural technology • Teach the local people how to use the system, then leave them to get on with it 	<ul style="list-style-type: none"> • Improvements don’t work as well out of experimental conditions • Improvements don’t “stick”- once project ends, farmers go back to old way
“Marketing”	<ul style="list-style-type: none"> • Build up farmers’ agricultural systems • Help farmers to sell the produce of their systems 	<ul style="list-style-type: none"> • Improved systems don’t generate improved incomes • Farmers remain in low-value agricultural activities



ROLE OF DEVELOPMENT-ORIENTED ENTERPRISES

Increasing Income

- DOREs can help to increase production and productivity
- DOREs can increase quality and carry out value-adding activities on behalf of the farmers

Providing Inputs

- DOREs will typically provide credit, planting material and agricultural chemicals, and will finance them with the revenues they get from sale of produce

Giving Access to Demand

- DOREs' capital and operations allow poor farmers' produce to reach high enough levels to sell to modern markets

Improving Distribution

- DOREs provide postharvest handling, processing and distribution systems so that produce from remote areas can reach markets

Reducing Risk

- DOREs improve access to customers and may eliminate market risk entirely by making production purchase agreements with farmers



SOLUTION I: PARTICIPATION

Involving beneficiaries in all aspects of the project...

Involve farmers in...

- Agricultural research
- Socioeconomic and production surveys
- Identification and planning of interventions
- Implementation, monitoring and evaluation of interventions

... creates social capital and utilizes local knowledge

Benefits include

- Creating initiatives that are well-suited to environment
- Using or building on solutions that have already been developed
- Building interest and enthusiasm in community
- Building capacity to continue activities after termination of project
- Creating respect and trust between community and project staff



CURRENT STATE OF KNOWLEDGE

Extensive information and resources are available for people wanting to use participatory approaches

There is extensive theoretical and practical literature on participatory approaches, e.g. for

- Research
- Intervention design
- Monitoring and evaluation

Arguably, the big block is institutional capacity and political willingness to use these methods

This course aims to start filling this gap

Information about how to organize and manage rural enterprises is not widely available

There is good information on the early stages of the value-chain approach

- Good material on value-chain/market research
- Good material on enterprise planning and development (e.g. FAO/CIAT)

There is less little detailed information about what to do after a Development Oriented Rural Enterprise has been developed

- How to manage?
- How to organize?



THE 'BEST PRACTICE MARKETING' PROJECT

Project Design

Data-Gathering

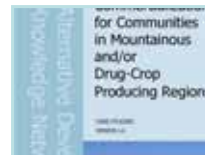
Analysis, Synthesis & Dissemination



- Recruited team for Thailand, China, Laos, Vietnam, Afghanistan, Peru, Bolivia, Colombia
- Drafted case-study questionnaire
- Agreed project methodology



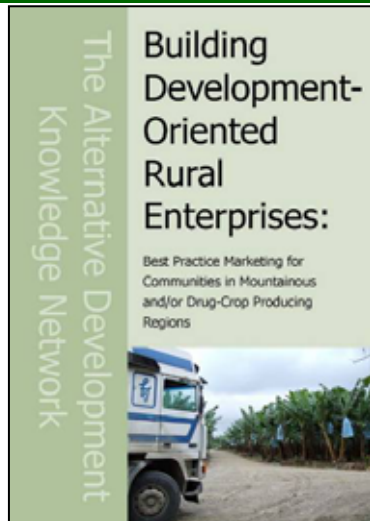
- Completed case studies
- Conducted inter-group field trips



- Conducted preliminary analyses
- Drafted manual and iterated after feedback
- Organized workshop generate more feedback
- Completed manual and training material



OUTPUT I: MANUAL



Modules

1. Understanding how background and environment shape commercialization
2. Organizing the structure, management, performance and leadership of Development Oriented Rural Enterprises
3. Setting up the basic business processes of purchasing, on-farm improvements, post-harvest process and sales
4. Strengthening Development Oriented Rural Enterprises through quality control and certification, service provider management and market information
5. Creating effective marketing strategies through customer selection, positioning, branding and promotion
6. Measuring and managing the financial performance of Development Oriented Rural Enterprises
7. Building sustainable enterprises through the Rapid Rural Agricultural Commercialization framework

NOTE: Full manual is available on www.adkn.org



OUTPUT II: KNOWLEDGE-SHARING PORTAL

Check content on marketing, agriculture and other topics

Read and post notices relevant to the site

THE ALTERNATIVE DEVELOPMENT KNOWLEDGE NETWORK

Home | Marketing | Agriculture | Forums | What we do | Jobs | Contact Us | Directory | Profile

Marketing

All over the world, people are struggling with the issue of how to connect farming communities to modern markets, and how to help them to get the capacity they need to serve the customers they find there. This is one of the most challenging issues that we face in rural development, but it is also one in which individual people, organizations and countries have accumulated a lot of experience and success. The Alternative Development Knowledge Network allows its users to share knowledge and information about how to deal with this problem.

If you are a registered user, you can participate in discussions right away. If you would like to create articles, notices and documents, you will need to [apply for publisher status](#).

Recent notices

- Wanted: Submissions for ADKN Best Practice Marketing: Final Bookings
- ADKN Website Tutorial Now Available
- Employment Opportunities with ISRAI

[More notices...](#)

Recent documents

- Ugna Zister's 'Five Forces' Framework as a Strategy Tool in Rural Agropastoral Communities
- Best Practice Marketing Manual

Recent articles

- Building Development Oriented Rural Enterprises: A Best Practice Manual Post-harvest Process in the Royal Inca
- The Confusing World of Food Certification
- Market Information: Two Case Studies and some Lessons
- Columbia's 'Products of Peace' Brand

[More articles...](#)

Recent forum posts

- Certification for poorest farmers
- Organizational Sustainability Framework: Disruption
- Case Study: Action Plan for National

Log in to add your own articles, notices and documents

Get access to the manual and other content about Alternative Development

Discuss development issues or ask for help on the forum

NOTE: Website address is www.adkn.org



**ADKN is facilitated by the
Highland Research and
Development Institute of Thailand
and the Inter-American Drug Abuse
Control Commission (OAS-
CICAD).**



Thanks!